



**DEBRA BOWEN** | SECRETARY OF STATE | STATE OF CALIFORNIA  
MANAGEMENT SERVICES | CONTRACT SERVICES  
1500 11th Street, Room 460 | Sacramento, CA 95814 | Tel (916) 653-5974 | Fax (916) 653-8324 | [www.sos.ca.gov](http://www.sos.ca.gov)

## **REQUEST FOR OFFER**

**RFO #: 09-009**

**For the Secretary of State's**

**Statewide Voter Registration Database System (VoteCal)  
Project Management Consulting Services**

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**For: Information Technology Consulting Services (Category 1B)**

**Date: June 08, 2009**

You are invited to review and respond to this Request for Offer (RFO). To submit an offer for these goods and/or services, you must comply with the instructions contained in this document as well as the requirements stated in the State's Scope of Work (SOW), Attachment A and B. By submitting an offer, your firm agrees to the terms and conditions stated in this RFO and your proposed Master Services Agreement (MSA) contract.

Read the attached document carefully. The RFO due date is: **Monday July 06, 2009**, at **4:00 p.m.** Responses to this RFO and any required copies must be submitted by mail, courier, or hand delivered, clearly labeled to the department contact noted below.

### **Department Contact:**

Maria Harris, Contract Administrator  
Secretary of State  
1500 11<sup>th</sup> Street Room 460  
Sacramento, Ca 95814  
(916) 653-5974  
Fax (916) 653-8324  
[Contractservices@ss.ca.gov](mailto:Contractservices@ss.ca.gov)

**A. General Information**

**1. Background and Purpose of the RFO**

The Secretary of State (SOS) has released this Request for Offer (RFO) in order to solicit Project Management Consulting Services. The SOS is seeking a Project Manager for the SOS' Statewide Voter Registration Database System (VoteCal). A Project Management Professional (PMP) certification is required.

The Project Manager will coordinate with the SOS' VoteCal Project Team, county election management system (EMS vendors, county elections staff, and Statewide Voter Registration Database System Integration contractor Project Manager as well as manage the ITD project tasks and resources to insure successful completion of all project deliverables. Further detailed information can be found in the State's Scope of Work (SOW). This contract is anticipated to be awarded July 2009. The duration of the Project Management services are through December 2012, when deployment is complete and maintenance has been undertaken for one year by the SI vendor.

Contractors and their subcontractors who were awarded a contract to develop the Feasibility Study Report, or provide IPOC, IV&V services, or SI contracts are prohibited by conflict of interest guidelines from engaging for other contracts related to this project.

**Background**

On October 29, 2002, the Help America Vote Act (HAVA) adopted by Congress became law. HAVA mandates that each state implement a uniform, centralized, interactive, computerized voter registration database that is defined, maintained and administered at the state level. The Secretary of State's office has initiated a project called the HAVA Statewide Voter Registration Database Project to develop operational capabilities to meet the requirements of HAVA.

This project will develop a Statewide Voter Registration Database (VoteCal) that is fully compliant with HAVA requirements.

The system will include electronic data interfaces for exchange of data with CDCR, DMV, CDPH and the Employment Development Department (EDD). The system must also be compliant with California's "motor voter" law seeking voter registration when individuals visit or do business at DMV offices. It will also include an interface with the DMV for verification of registrant identity, including driver's license or state identification (ID) number and the last four digits of the Social Security number as required by HAVA.

The system will require integration with county/local elections management software/systems to add, delete and update voter registration and related data electronically. This integration will also allow electronic read access to the voter

registration and related data for use by the county/local election management systems (EMS). There will be an additional graphical user interface for county/local election officials to add, delete, update and review voter registration and related data manually.

Lastly, there will be a secure Internet web-based interface for the public such that individuals can access only their personal voter data, including but not limited to:

- Current registration and party affiliation,
- Assigned precinct and polling place,
- The political jurisdictions in which the voter resides,
- The upcoming local elections for that voter, as well as historic local elections for that voter's jurisdictions, and
- Sample ballot and voting system instructions for upcoming elections.

The project has been undertaken as a business-based procurement for a system integrator which will perform all development and implementation tasks and will be responsible for providing and installing all hardware and software. The project has been approved to proceed through the procurement phase, but must obtain separate approval – via the Special Project Report - before award of the contract for the system integrator.

## **2. Key Dates**

It must be understood that time is always of the essence, both for the RFO submittal and contract completion. Offerors are advised of the key dates and times shown below and are expected to adhere to them.

<u>Event</u>	<u>Date</u>
1. Release of RFO	06/08/09
2. RFO Response Submission Due date (and time)	07/06/09 4:00 p.m.
3. Contractor Presentations and Interviews (as appropriate)	07/08/09 - 07/15/09
4. Anticipated Contract Award	07/17/09

## **3. RFO Response Requirements**

This RFO and the Offeror's response to this document will be made part of the ordering department's Purchase Order and procurement contract file.

Responses must contain all requested information and data and conform to the format described in this section. It is the Offeror's responsibility to provide all necessary information for the State to evaluate the response, verify

requested information and determine the Offeror's ability to perform the tasks and activities defined in the State's Scope of Work, Attachment A and Cost Worksheet, Attachment B provided as required below.

The Offeror must submit five (6) copies of their response to the department contact name and address contained on the cover sheet to this RFO.

#### **4. RFO Response Content**

The majority of the information required to respond to this RFO is contained in the State's Scope of Work, Attachment A and Cost Worksheet, Attachment B. However, responses submitted to this RFO must include a cover letter with the following identification and contact information:

1. Company name, mailing address and telephone number.
2. Name and e-mail address of contact person.
3. Master Services Agreement (MSA) number.
4. Submission date of the proposal.
5. Federal Employer Identification Number.
6. If applicable, Disabled Veteran Business Enterprise self-certification or identification of, and tasks/percentages, for disabled veteran business enterprise sub-contractor(s).
7. If applicable, Small Business Certification number.
8. A duly authorized representative of the vendor must sign the proposal certifying that the proposal is a valid and binding offer and that he/she is authorized to sign the proposal.

Responses to this RFO must also include:

- A. Copy of Master Services Agreement between Offeror and Department of General Services for Information Technology Consulting Services.
- B. Resumes must be provided and clearly describe the projects on which skills and experience in the 'Project Manager's Qualifications' section of the Statement of Work were used. Note that this section includes required and preferred skills and experience. Please clearly describe which required and preferred skills and experience the Project Manager has for each project described. The response must include any additional information that the Offeror deems necessary to explain how the Contractor meets the State's qualifications requirements. Include the contact name and current phone number for each project.
- C. Statement whether proposed Project Manager has a current PMP Certificate.

- D. Description of proposed Project Manager's skills with MS Office and MS Project.
- E. Samples of PMBOK deliverables that demonstrate proposed Project Manager's mastery of the methodology. ***The samples must have been created by the proposed Project Manager only.***
- F. Response to Project Manager's Duties in State's Scope of Work, Attachment A, by the Offeror must contain include a description of the proposed tasks and deliverables.
- G. High-level Work Plan based on Project Manager's Duties in Attachment A that:
  - 1. Describes how the tasks will be performed,
  - 2. Describes activities to be performed.
- H. Organization chart that identifies the proposed contract team if there is more than one contract staff proposed
- I. Any other requirements shown in the State's Scope of Work document.
- J. Response to Cost Worksheet, Attachment B.

If cost only, this Attachment will outline the costs required to be provided by the offeror. If best value, this Attachment will detail the staff hours by classification, hourly rate per classification, by task(s) and deliverable(s), see format in Attachment B. These costs must map by each classification to the Offeror's Statement of Work.

- K. California Disabled Veteran Business Enterprise (DVBE) Program Requirements:  
The State has established goals for Disabled Veteran Business Enterprises (DVBE) participating in State contracts. Please review the attached DVBE program requirements package. ***The Offeror must complete and return all the appropriate pages in order for the bid to be considered responsive.***

An explanation of the Disabled Veteran Enterprise Program (DVBE) requirements can be found at the Internet web site [www.pd.dgs.ca.gov/dvbe/default.htm](http://www.pd.dgs.ca.gov/dvbe/default.htm). Select "DVBE Resource Packet" under "Related Links".

The Secretary of State hereby waives the requirement of Advertisements as part of Option B, Good Faith Effort.

The DVBE package and the required submittal forms can be found at the Internet website:  
[www.documents.dgs.ca.gov/pd/delegations/DVBEPckt2.doc](http://www.documents.dgs.ca.gov/pd/delegations/DVBEPckt2.doc)

## 5. Presentations and/or Interviews

The Secretary of State's Office, at its discretion, may request a presentation and/or interview from any or all offeror's. In the event presentations and/or interviews are request, the Department Contact will contact the offeror to schedule a time for the presentation and/or interviews to occur between July 8, 2009 and July 15, 2009. The offeror's proposed key project staff identified on the Organization Chart must be attendance.

## 6. Review of Offers for Award

Responses to this RFO will first be reviewed for responsiveness to the requirements of Attachment A and B. If a response is missing information required in either Attachment it may be deemed not responsive. Further review is subject to department's discretion.

Award of a contract resulting from this RFO against a MSA contract will be based on a "best value" method that includes cost as a factor.

The following the criteria and corresponding points that will be used to determine the winning offer.

Administrative Criteria	50%	500 points
Technical Criteria	10%	100 points
Cost	<u>40%</u>	<u>400 points</u>
Total	100%	1000 points

### Administrative Criteria:

- Resumes should crisply describe the experience and skills in detail as described in the Statement of Work under Project Manager's Qualifications. The more experience that supports the Project Manager's Qualifications the more points that will be given with 500 points maximum.

- The points for required experience will be allocated as such:
  - *PMP Certificate:* 160 points
  - *Diverse Stakeholders:* 65 points
  - *Comparable project experience:* 50 points
  - *Work Plan Development:* 35 points
  - *MS Office/Project experience:* 15 points
- The points for the preferred experience will be allocated as such:
  - *Comparable scope/complexity:* 55 points
  - *Managing multiple vendors to common goal:* 30 points
  - *Large project with SI vendor:* 30 points
  - *Experience with specified technology:* 30 points

- *Knowledge of security practices:* 15 points
- *Experience with oversight:* 15 points

Technical Criteria:

- Deliverables as samples from other projects that **must have been developed by the proposed Project Manager** – 50 points maximum
- Proposed Tasks and Deliverables accomplish the project goals – 25 points maximum
- Work Plan supports the Tasks and Deliverables proposed in the Statement of Work – 25 points maximum

Cost Criteria:

The “Best Value” calculation, which will be used, will be as follows:  
(lowest bid ÷ bid price)= \_\_\_\_% \_\_\_\_% x 400 = cost points

Example:

	<u>Offer 1</u>	<u>Offer 2</u>	<u>Offer 3</u>
Admin Score	450 pts	465 pts	300 pts
Tech Score	<u>82 pts</u>	<u>95 pts</u>	<u>70 pts</u>
<u>Total Points</u>	532	560	370
Cost	<u>\$330,000</u> \$285,000	<u>\$285,000</u> \$285,000	<u>\$420,000</u> \$285,000
Cost points	.86 x 400 = 344	100 x 400 = 400	.68 x 400= 272
<b>Grand Total</b>	532 + 344 = <b>876</b>	560 + 400 = <b>960</b>	370 + 272 = <b>642</b>

In this example, the award goes to Offer 2 as the response that scored the highest points from amongst the Administrative and Technical Criteria as shown in the RFO, combined with the calculated Cost points.

**B. Secretary of State Additional Terms and Conditions**

Please note the following additional term and conditions listed below will appear as Exhibit C, Secretary of State Additional Terms and Conditions, of the awarded contract:

**1. Amendments**

The Secretary of State (SOS) reserves the right to amend the scope of work, increase the cost and/or extend the term of the agreement, based upon the SOS's need for completion of services and will be based on the original rate received and identified in the contract.

## **2. Hatch Act**

The provisions of the federal Hatch Act shall apply to employees working for state and local entities receiving HAVA funds. The Hatch Act may be reviewed at [http://www.osc.gov/documents/hatchact/ha\\_sta.pdf](http://www.osc.gov/documents/hatchact/ha_sta.pdf).

## **3. Funding**

A. If funding for any fiscal year is reduced or deleted by the Budget Act for purposes of this program, the State shall have the option to either cancel Agreement with no liability occurring to the State, or offer an Agreement amendment to County to reflect any reduced amount.

B. Agreement is subject to any restrictions, limitations or conditions enacted or promulgated by the United States Government, or any agency thereof, that may affect the provisions, terms or funding of Agreement in any manner.

## **4. Commission, Percentage, Brokerage, or Contingent Fees**

The Contractor warrants by execution of Agreement, that no person or selling agency has been employed or retained to solicit or secure this contract upon agreement or understanding for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees or bona fide established commercial or selling agencies maintained by Contractor for the purpose of securing business. For breach or violation of this warranty, the State shall, in addition to other remedies provided by law, have the right to annul this contract without liability, paying only for the value of the work actually performed, or otherwise recover the full amount of such commission, percentage, brokerage, or contingent fee.

## **5. Termination**

Pursuant to federal policy, Agreement may be terminated by the State with 30-day written notice to Contractor.

## **6. Debarment and Suspension**

Pursuant to federal law, by signing this agreement or execution of this purchase order the Contractor certifies under the penalty of perjury that the contracting entity is not excluded or ineligible from federal assistance programs and thereby is not on the federal government's list of suspended or debarred entities.

Pursuant to federal law, as a component of the procurement process, the Contractor must review the federal government's list of debarred and suspended



vendors and ensure no contract award is provided to a vendor on this list. This list may be viewed at [www.epls.gov](http://www.epls.gov).

**7. Audit for use of Federal Funds**

Any recipient of federal funds must agree to be audited pursuant to federal and state law. Accordingly, all documents and electronic files must be produced upon request by the auditors.

**8. Application of Federal Office of Management and Budget (OMB) Circulars**

OMB Circular A-133 ("Audits of States, Local Governments, and Non-Profit Organizations"), and OMB Circular A-87, incorporated herein by reference, shall govern with respect to all aspects of this program. The provisions of these circulars may be found at <http://www.whitehouse.gov/omb/circulars>.

**9. Incompatible Activities**

No portion of any HAVA funds shall be used for partisan political purposes. All contractors providing services are required to sign an agreement and abide by the Secretary of States' policy to refrain from engaging in political activities that call into question the impartiality of the Secretary of State's Office, which is detailed below.

**SECRETARY OF STATE POLICY REGARDING POLITICAL ACTIVITY IN THE WORKPLACE**

The Secretary of State is the state's chief elections officer. It is, therefore, imperative that staff in the Secretary of State's Office, and those who contract with the Secretary of State's Office, refrain from engaging in any political activity that might call into question the office's impartiality with respect to handling election issues. Accordingly, the policy of the Secretary of State's Office with respect to political activity in the workplace, a copy of which will be given to every employee in the Secretary of State's office, is as follows:

A. No employee of or contractor with the Secretary of State's Office shall engage in political campaign-related activities on state-compensated or federal-compensated time, except as required by official duties, such as answering inquiries from the public. This prohibition shall not apply while an employee is on approved vacation or approved annual leave. This prohibition shall not apply to activities engaged in during the personal time of an employee.

B. No employee of or contractor with the Secretary of State's Office shall use any state property in connection with political campaign activities. It is strictly prohibited to schedule political campaign-related meetings or to conduct

political campaign-related meetings in state office space, even if after normal working hours.

C. No employee of or contractor with the Secretary of State's Office shall use his or her official status with the Secretary of State's Office to influence political campaign-related activities or to confer support for or indicate opposition to a candidate or measure at any level of government.

D. No employee of or contractor with the Secretary of State's Office may be involved with political campaign-related telephone calls, letters, meetings or other political campaign-related activities on state-compensated or federal-compensated time. Requests by employees to switch to alternative work schedules, such as 4-10-40 or 9-8-80 work weeks, or to take vacation in order to accommodate political campaign-related activities or to attend political campaign functions, will be judged in the same manner and on the same basis as any other requests of this nature (i.e., existing needs of the office and discretion of the division chiefs).

E. The receipt or delivery of political campaign contributions or photocopies thereof on state property is strictly prohibited, as is the use of office time or state resources (e.g., intra-office mail or fax machines) to solicit or transmit political campaign contributions.

F. No employee of or contractor with the Secretary of State's Office may authorize any person to use his or her affiliation with the Secretary of State's Office in an attempt to suggest that the employee's or contractor's support or opposition to a nomination or an election for office or a ballot measure is of an "official," as distinguished from private, character.

G. No employee of or contractor with the Secretary of State's Office may display political campaign-related buttons, posters, or similar materials in areas visible to individuals who are in public areas of the Secretary of State's Office; nor may an employee of or contractor with the Secretary of State's Office display political campaign-related posters or other materials on windows facing out of the state office building.

H. No employee of or contractor with the Secretary of State's Office may use official authority or influence for the purpose of interfering with or attempting to affect the results of an election or a nomination for any public office.

I. No employee of or contractor with the Secretary of State's Office may directly or indirectly coerce or solicit contributions from subordinates in support of or in opposition to an election or nomination for office or a ballot measure.

J. An employee who is paid either partially or fully with federal funds, including the Help America Vote Act of 2002 (HAVA), is subject to the

provisions of the federal Hatch Act, and is, therefore, prohibited from being a candidate for public office in a partisan election, as defined in the federal Hatch Act. However, any employee who is to be paid either partially or fully with funds pursuant to HAVA shall first be consulted about the proposed funding and be informed about the prohibitions of the federal Hatch Act. The employee, whenever possible, shall be given the opportunity to engage in employment that does not involve HAVA funding.

Provisions limiting participation in political campaign-related activities as provided for in this policy statement shall be included in every contract with the Secretary of State's Office.

If you have questions concerning these restrictions, please refer them to your contract manager.

10. **Contractor Activity Report**

Please see the sample of Contractor HAVA Activity Report located on the following page.

# CONTRACTOR HAVA ACTIVITY REPORT

NAME		COMPANY NAME		Month/Year	HAVA Coordinator's Approval																															
Contract Number:		Location (Sacto/SF/LASD)																																		
HAVA ACTIVITY HOURS																															PROGRAM TIME REPORTING					
	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	DELIVERABLE NAME (Taken from proposal and contract)	ORG	HOURS
1																																			0.0	
2																																			0.0	
3																																			0.0	
4																																			0.0	
5																																			0.0	
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24																																			0.0	
MONTHLY TOTAL 0.00																															MONTHLY TOTAL		0.0			
SIGNATURE OF CONTRACTOR																															DATE		DATE			

## **ATTACHMENT A – SCOPE OF WORK**

### **1.0 PURPOSE**

This Statement of Work (SOW) reflects the services and deliverables to be provided by the Project Management (PM) contractor, hereinafter referred to as “Contractor,” while serving as the PM consultant to the Secretary of State, hereinafter referred to as “SOS”, for the Statewide Voter Registration Database (VoteCal) project. This final SOW will be governed by and incorporate the terms and conditions of the Master Services Agreement (MSA) for Information Technology (IT) Consulting Services.

The SOS is seeking a Project Manager for the HAVA Statewide Voter Registration Database Project.

The Project Manager will actively manage all facets of the project implementation including the stakeholders such as the SOS’ VoteCal Project Team, county election management system (EMS) vendors, county elections staff, multiple SOS contractors (e.g., independent verification and validation [IV&V], independent project oversight contractor [IPOC], security auditor, and quality assurance contractor), SOS staff and executives, and VoteCal Systems Integration (SI) contractor Project Manager as well as manage the ITD project tasks and resources to ensure successful completion of all project deliverables. The SOS intends to hire a Project Manager who has demonstrated experience managing a project with many stakeholders.

### **2.0 BACKGROUND**

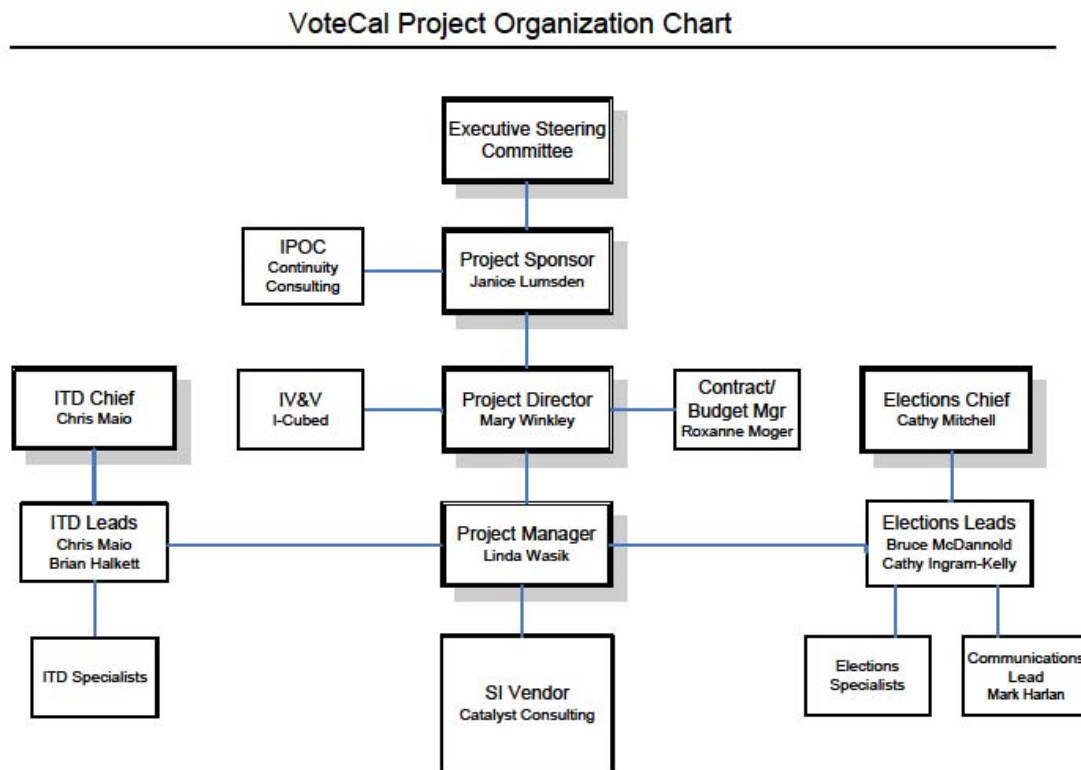
On October 29, 2002, the Help America Vote Act (HAVA) adopted by Congress became law. HAVA mandates that each state implement a uniform, centralized, interactive, computerized voter registration database that is defined, maintained and administered at the state level. VoteCal is being developed to meet HAVA requirements.

HAVA requires a database, which must contain the name and registration information of every legally registered active or inactive voter in the state. Unlike the current Calvoter database, this system will constitute the official record of all registered voters. It must serve as the single system for storing and managing the official list of registered voters in the state. In addition, it must be the official registration list for conducting all federal elections, which occur in June and November of every even-numbered year, in addition to every February in every even-numbered year divisible by four, and whenever a midterm vacancy occurs in a federal office.

HAVA also imposes new requirements on voters as well as state and local elections officials. To gather sufficient information, VoteCal will receive data from the Department of Motor Vehicles (DMV), the California Department of Corrections and Rehabilitation (CDCR), Employment Development Department (EDD), and the California Department of Public Health (CDPH).

## 2.1 Project Organization Structure

The following is SOS' VoteCal Project Organization Chart:



As of May 14, 2009

This position will report directly to the SOS Chief Information Officer who is the Project Director.

## 2.2 Description of Project to be Overseen

This system will be a single, uniform, official, centralized, interactive and secure computerized statewide voter registration list defined, maintained and administered at the State level that will serve as the official list of registered voters for the conduct of all elections.

As required by HAVA, the system must include electronic data interfaces for exchange of data with the CDCR, CDPH, DMV and EDD. The system must also be compliant with California's "motor voter" law which provides for voter registration when individuals visit or do business at DMV offices. It will also include an interface with the DMV for verification of registrant identity, including driver's license or state identification number or the last four digits of the Social Security number as required by HAVA.

The system will integrate with county/local elections management systems (EMS) to add, delete and update voter registration and related data electronically. This integration will also allow electronic read access to the voter registration and related data. There will be an additional graphical user interface for county/local election officials to add, delete, update and review voter registration and related data manually.

Lastly, there will be a secure Internet web-based interface for the public to enable individuals to register to vote electronically as well as access and verify their personal voter data, including but not limited to:

- Current registration information
- Assigned precinct and polling place
- Status of the ballot if the voter voted provisionally
- Status of the ballot if the voter voted by mail

The project was undertaken as a business-based procurement such that an SI will deliver a complete solution. The SI vendor will perform all development and implementation tasks and will be responsible for providing and installing all hardware and software for the central components of the VoteCal system. Additionally, the SOS anticipates separate development and implementation contracts directly with up to four county EMS vendors. The project has been approved to proceed through the procurement phase, but must obtain separate approval, via the Special Project Report (SPR), before award of the contract for the SI vendor.

The SOS anticipates submitting the SPR to the control agencies and Legislature no later than June 15<sup>th</sup>. The SOS anticipates review, revisions if needed, and approval of the SPR to be completed by mid-August. The SOS expects to sign a contract with the SI vendor such that work will begin no later than October 1, 2009. The project is expected to be fully deployed with one year of maintenance and operations by December 2012.

The SOS has created the following plans: Communication, Risk, Issue, Contract Management, Change Management, Project Management, Configuration Management, Quality Assurance, along with the project schedule. Some of the plans are currently being updated. All plans will need to be reviewed and some revised once the SI vendor begins work to ensure that the plans address how the two parties' project management approaches will be integrated when there is overlap. Further, the plans will need to be maintained and, when appropriate, updated throughout the life of the project.

### **3.0 SCOPE OF WORK (SOW)**

The Offeror winning this contract will:

- a) provide the full scope of industry-standard PM practices and deliverables in a management capacity;
- b) manage the project including working with the SI Project Manager to ensure development and implementation of the SI contract deliverables;

- c) manage the project including working with the county EMS vendors' Project Managers to ensure development and implementation of the deliverables for the remediation of the EMS to fully integrate with VoteCal. (Note that at this time SOS anticipates no more than four such systems will be remediated.)
- d) coordinate and manage the work between the SI contractor and county EMS vendors necessary to integrate the two applications;
- e) manage any needed changes with the interfaces with other state departments;
- f) manage the VoteCal Project Team;
- g) manage the work to provide required information to the control agencies (Office of the Chief Information Officer and Department of Finance) along with any information needed by the Legislature;
- h) coordinate SOS organizational change activities to dovetail with contractor's activities related to system acceptance and production implementation;
- i) coordinate and manage county elections staff for activities they will be asked to participate in such as joint application design sessions, data conversion, training, and meetings;
- j) ensure appropriate and consistent communication with all stakeholders; and
- k) coordinate with and manage a wide variety of project stakeholders including SOS executives, contractor managers and staff, independently elected registrars of voters, EMS vendors, IPOC, IV&V, state control agencies, the Legislature, and SOS staff and vendors.

### **3.1 Project Manager Duties**

The SOS intends to manage the project using the Project Management Body of Knowledge (PMBOK) methodology. As such, the Project Manager will manage the following VoteCal project management activities as a component of managing the entire project:

- a) Project Management Plan management and execution involving:
  - i. Update the existing Project Plans and work breakdown structure (WBS)
  - ii. Manage project requirements
  - iii. Control of project limitations and exclusions
  - iv. Adhere to project WBS requirements / deliverables
  - v. Control and tracking of work authorizations
  - vi. Provide written monthly status reports on a monthly basis
  - vii. Provide oral status reports weekly
  - viii. Manage project deliverables identifying which deliverables have been accomplished and which have not, to what extent quality standards are being met, what costs have been incurred or committed, etc.
  - ix. Control and tracking of all change requests
  - x. Control of project scope
- b) Project cost management involving:



- i. Resource planning
  - ii. Cost estimating
  - iii. Project expenditure tracking
  - iv. Executive project cost summary reports
  - v. Project cost projections to manage the project budget
- c) Project schedule management involving:
  - i. Assist in deploying project management tools
  - ii. Task activity estimating
  - iii. Project schedule planning
  - iv. Definition and adherence to project milestones
- d) Project quality management to insure adequate quality oversight of:
  - i. Client end products
  - ii. Project management structure successes and requirements for change
  - iii. Technical processes and methodologies for design and development
  - iv. Standards measuring the successful completion of all tasks and deliverables
- e) Resource management issues involving:
  - i. Project team roles & responsibilities
  - ii. Team member assignments
  - iii. Project resource histogram showing which resources are required at various periods of time during the project
- f) Risk and Issues management involving:
  - i. Identifying and evaluating,
  - ii. Prioritizing,
  - iii. Monitoring and reporting, and
  - iv. Resolving internal and external project risks and issues.
- g) Change Control management to ensure:
  - i. Integrity of the performance measurement baselines; all approved changes should be reflected in the project plan.
  - ii. Insuring that changes to the product scope are reflected in the definition of the project scope.
  - iii. Coordinating changes across knowledge areas.
  - iv. Understanding the impact of the changes.
  - v. Tracking of cost variances from original baseline project costs and ensure that changes are recorded accurately in the cost baseline.
  - vi. Prevention of incorrect, inappropriate, or unauthorized changes from being included in the baseline.
- h) Contract management to ensure:
  - i. Deliverables meet expectations.
- i) Team and stakeholder communications involving the collection and dissemination of project information.

- j) Transfer of knowledge and documentation to SOS staff to be used to develop the Post Implementation Evaluation Report.

### 3.2 Project Manager Qualifications

The following specific skills and experiences are preferred for the successful candidate for this position. To the degree the candidate has the experience or skills, please describe these experiences in the resume when describing the project to which it relates. Please also provide name and current telephone number for the client reference for each project. Candidates with these skills and experiences will receive points as noted in section A.4 of this RFO.

#### **Required Skills and Experience:**

The successful candidate for this position ***must have*** and demonstrate the following specific skills and experiences. **The resume for the proposed Project Manager should clearly identify specific situations that demonstrate the following skills and experiences.**

- a) The Project Manager must possess a valid PMP certificate.
- b) The Project Manager must have proven experience managing multidisciplinary teams that include technical and business staff, consultants, and stakeholders. For example, on the VoteCal Project, the Project Manager will manage and communicate with the SI vendor, IV&V, IPOC, security audit contractor, and quality assurance contractor, SOS executives, independently elected registrars of voters, county elections staff, county EMS vendors, state control agencies, the Legislature, and SOS staff and vendors.
- c) The Project Manager must have proven experience in the role of Project Manager on at least one project of similar size and complexity as the VoteCal Project. The referenced Project Manager role must have been as the primary Project Manager, not as a manager of a component of a project.
- d) The Project Manager must have proven experience preparing and updating PMBOK-related project plans. **Please note that the proposed Project Manager must provide with their proposal copies of PM deliverables they personally prepared or edited (not just supervised the development of) as evidence of their mastery of industry standard project management methods (PMI, IEEE, or COBIT).**
- e) The Project Manager must have experience with Microsoft Project and Microsoft Office productivity tools to produce and edit deliverables.

#### **Preferred Skills and Experience:**

The successful candidate for this position who demonstrates having the following specific skills and experiences will receive additional points. **The resume for the**

**proposed Project Manager should clearly identify specific situations that demonstrate the following skills and experiences.**

- a) Experience managing projects involving multiple tier application system development, integration and deployment of equivalent scope and complexity, including some or all of the following qualities:
  - i. Consolidation of data from remote, independent systems into a centralized database on an ongoing basis;
  - ii. High availability of data; and
  - iii. High volume online applications that include confidential data.
- b) Experience concurrently managing a SI vendor and multiple other vendors to a common integrated solution where the other vendors have separate contracts with the state department.
- c) Experience as the Project Manager on a large scale, integration project that contracted systems development and integration to a company for which the Project Manager did not work. The Project Manager's scope of responsibility for that project should include management of the SI vendor.
- d) Experience on projects utilizing Microsoft SQL Server, Microsoft SQL Server Reporting Services, Microsoft .Net Framework, Asp.Net or similar technologies.
- e) Knowledge and experience of information security practices pertaining to design, development, and operation of applications.
- f) Experience with independent oversight vendors (such as IPOC and IV&V) and understanding of how these services collaborate to ensure successful project outcomes.

## **4.0 PROJECT STRUCTURE**

### **4.1 Project Duration**

The project will be deployed and one year of maintenance and operation will complete around December 2012; the proposed Project Manager should be available to work through December 2012. (The SOS intends to extend this contract once the Department of General Services has extended the Master Services Agreement.)

### **4.2 Travel**

In-state travel may be required under this agreement. In the event travel is necessary, SOS will compensate the vendor for all travel costs as required in the completion of the assigned tasks. All travel costs will be reimbursed in accordance with the following:

- o Travel expenses will be charged utilizing current State rates.
- o Travel expenses will be submitted by invoice with associated consultant fees to the SOS for reimbursement.
- o All travel will be approved by SOS in advance of such travel.

#### **4.3 Issue Escalation and Point of Contact**

The SOS Project Director is the initial point of contact for issues regarding this project. The Project Manager contractor shall provide a point of contact for issue escalation upon signing of the contract.

#### **4.4 Issue Resolution**

When a problem or issue arises, the Contractor will immediately report it to the SOS Project Director. Escalation of unresolved issues is the responsibility of the SOS Project Director.

#### **4.5 Controls**

In completing the tasks within this scope of work, the Contractor will comply with the following standards:

- Contractor shall follow project management industry standards (i.e. PMBOK®).
- The State Information Technology Project Oversight Framework.
- State project management policies in place as of March 2006, when the project was approved.

#### **4.6 Change Control**

If unanticipated changes of the Contractor's approved project management plan and schedule are required during the course of the project, the Contractor shall document the changes in a Change Control Document. The Contractor shall request approval of each change in writing from the SOS Project Director. At the time the Contractor or SOS identifies an unavoidable change that will require modification of the baseline project plan or other issues materially affecting the project plan, all work shall stop on the impacted objective until the changes are approved.

#### **4.7 Knowledge and Abilities**

The Contractor shall provide qualified personnel to perform the work necessary to accomplish the tasks defined above. Contractor personnel for this work must have performed in this role for at least one project of similar size, type and complexity.

#### **4.8 Contractor Facilities**

SOS expects Contractor staff to perform all work, unless the work requires travel, on-site at the SOS Sacramento office. The SOS will provide networked desktop computers for the Contractor staff to use for this engagement. These computers will have Microsoft Windows 2003 Professional, Microsoft Project 2003, Microsoft Office 2003, and Microsoft Outlook, and other supportive software installed.

#### **4.9 Project Updates, Status Reports, and Meetings**

The Contractor will attend and orally report status at a weekly project status meeting with the Project Director. The Contractor will also submit monthly written status reports to the SOS Project Director.

#### **4.10 Key Contractor Personnel**

The Contractor shall identify the lead and any supporting personnel who will be responsible for the completion of all tasks during the engagement including a statement defining each individual's qualifications as related to SOS' requirements and a corresponding resume. Please only include those engagements relative to the SOS requirements and explain the connection to the appropriate requirements.

Personnel commitments made in the Contractor's offer shall not be changed without prior written approval of SOS unless caused by the resignation or incapacity of the named individual. Staffing shall include these named individuals at the levels of effort proposed. SOS shall approve in advance and in writing any permanent or temporary changes to the Contractor's key personnel (project team). The SOS reserves the right to require the removal of any member of the Contractor's staff from the project.

#### **4.11 Personnel and Rates**

The offer must include a listing of the personnel who will perform each task described in this RFO and their salary rate per the MSA schedule. The costs bid for the work must provide for expenses through December 2012 even though this particular contract will end in December 2009.

#### **4.12 Project Budget**

The SOS intends to extend the contract and thus budget once the Department of General Services has extended the MSA contract. *Offerors should identify a budget that covers expenses through December 2012.*

#### **4.13 Invoices and Payment**

The Contractor agrees to submit monthly invoices identifying hours charged by each consultant. SOS will pay the invoice only upon acceptance and approval of any related deliverables and upon satisfactory progress in the agreed upon work plan and schedule meeting all the requirements of this contract.

#### **4.14 Failure to Perform**

Contractor assumes all liability for performance of this contract and all subcontracts executed pursuant to or funded by this Contract, and hereby agrees to this Contract for project management services as listed.

Further, the Contractor assumes full liability for and agrees to reimburse the State for Contractor's or any of Contractor's sub-Contractors' failure to comply with any term or condition of this Contract. Contractor shall assure that subcontracts are administered in accordance with this Contract, with any rules and regulations and with any amendments or changes thereto. Contractor agrees that SOS or its designated agent has full recourse against the Contractor for the failure to perform all or any part of this Contract.

Failure to meet on-site attendance requirements, and provide acceptable deliverables, milestones and status reports on time may subject Contractor to possible delay of

payment and/or SOS pursuing remedies under this Contract in accordance with the General Provisions.

#### **4.15 Acceptance of Deliverables and Milestones**

All deliverables will be reviewed and approved by SOS Project Director. Deliverable due dates will be determined jointly by the Contractor's Project Manager and SOS Project Director.

#### **4.16 Standards and Policies**

The Contractor shall adhere to SOS' minimum required IT standards, guidelines and policies. Contracted staff is expected to abide by the same standards and policies as State staff. The following regulations, standards, guidelines and policies serve as the minimum criteria for quality assurance management. These documents are:

- State Information Technology Project Oversight Framework and policies.
- VoteCal Project Charter and last approved SPR.
- SOS policies: Information Security, email, Use of Internet, Drug-Free Workplace, HAVA, and Sexual Harassment.

**ATTACHMENT B – COST WORKSHEET**

***Offerors will use this document to prepare their corresponding document. Types of classifications will vary depending on the project***

<b>Job Title or Classification</b>	<b>Hours</b>	<b>Rate Per Hour</b>	<b>Extended Total</b>	<b>Task # or Name</b>
Senior Project Manager				
Project Manager				
Sr. Tech. Lead				
Technical Lead				
Application Analyst				
Systems Analyst				
Sr. Programmer				
Staff Programmer				
Assoc. Programmer				
Instructor				

Subtotal \$ \_\_\_\_\_

Other Costs, Travel, (if allowed) etc. + \_\_\_\_\_

**Total Costs** \$ \_\_\_\_\_